



TRANSFORMATION POLICY



INDEX

1.	GLOSSARY AND TERMS OF REFERENCE	3
2.	INTRODUCTION	4
3.	OBJECTIVES	4
4.	PURPOSE OF THIS POLICY	7
5.	THE CORPORATE COUNSEL ASSOCIATION'S TRANSFORMATION ASPIRATIONS AND PRACTICES	7
6.	THE CORPORATE COUNSEL ASSOCIATION'S TRANSFORMATION PRINCIPLES AND OBJECTIVES	8
7.	THE CORPORATE COUNSEL ASSOCIATION'S TRANSFORMATION INITIATIVES	8



1. GLOSSARY AND TERMS OF REFERENCE

- 1.1. This document must be read in conjunction with the Corporate Counsel Association Memorandum of Incorporation and the Corporate Counsel Association Code of Ethics and Professional Conduct.
- 1.2. Unless otherwise stated, or the context indicates to the contrary, terms, words and expressions defined and used under the Corporate Counsel Association MOI and Code and used in this document shall have the same meanings and descriptions when used in this document as have been ascribed to them under the Corporate Counsel Association MOI and the Code.
- 1.3. **Board** – means the Board of directors of the Corporate Counsel Association of South Africa NPC.
- 1.4. **Corporate Counsel Association** – means the Corporate Counsel Association of South Africa NPC, a Company which was incorporated on 12 September 2019 as a Non-Profit Company as defined in the Companies Act, 2008 and which represents Corporate Counsel and the Corporate Counsel profession in South Africa.
- 1.5. **Code** – means the Corporate Counsel Association Code of Ethics and Standards of Professional Conduct.
- 1.6. **Corporate Counsel** – means qualified legal practitioners who are employed by a Client or Employer for the purpose of providing that Client or Employer with a dedicated source of Legal Services and Advice in exchange for a salary or remuneration, and phrases and names such as “legal advisor”, “general counsel”, “in-house counsel” and “legal counsel” attract the same meaning.
- 1.7. **Corporate Counsel profession** – means the profession made up of Corporate Counsel and Corporate Legal Support Practitioners who are employed by a Client or Employer for the purposes of providing that Client or Employer with a dedicated source of Legal Services and Advice.
- 1.8. **Legal profession** – means the profession made up of persons holding specific legal skills, qualifications and expertise, including, without detracting from the generality thereof: Corporate Legal Support Practitioner, legally qualified legal practitioners, admitted legal practitioners, Corporate Counsel, state advocates, public prosecutors, magistrates, judges and/or legal advisors who provide Legal Services and Advice to the public and/or the private sector.
- 1.9. **Legal Services and Advice** – means the services provided to a Client or Employer by Corporate Counsel and/or Corporate Legal Support Practitioners.
- 1.10. **Legal Support Practitioner** – means paralegals, risk managers, assistant company secretaries / company secretaries, compliance officers, internal audit, HR legal advisors, legal interns and legal secretaries and assistants who are employed by a Client or Employer for the purposes of providing that Client or Employer with a dedicated source of Legal Services and Advice.



- 1.11. **Member / Corporate Counsel Association Member** – means a registered member of the Corporate Counsel Association.
- 1.12. **MOI** – means the Memorandum of Incorporation of the Corporate Counsel Association.

2. INTRODUCTION

- 2.1. The Corporate Counsel Association of South Africa is the SAQA-recognised professional body representing the Corporate Counsel profession across South Africa. This profession encompasses a wide range of roles including Corporate Counsel, paralegals, risk managers, company secretaries, compliance officers, internal auditors, HR legal advisors, legal interns, legal secretaries, and assistants, operating in both the public and private sectors.
- 2.2. The Corporate Counsel Association's vision is to elevate the standing and value of Corporate Counsel nationally and internationally and to be the association of choice for all Corporate Counsel professionals in South Africa.
- 2.3. The Corporate Counsel Association is committed to upholding the highest standards of legal and business integrity, ethics, and professionalism, which underpin the profession and are expected of all practitioners, including Corporate Counsel Association Members. Ethical and professional conduct is a cornerstone of the legal profession, requiring members to act with integrity, impartiality, and in full compliance with the law, free from conflicts of interest or undue influence.
- 2.4. To support this mission, the Corporate Counsel Association is dedicated to the continuous development and improvement of the profession through research, education, advocacy, recognition of prior learning, and professional upliftment. The Corporate Counsel Association ensures its Members are equipped with the necessary ethical foundations, legal knowledge, and practical skills to effectively meet their professional responsibilities. Prior learning and professional experience are formally recognised to enable members to apply their competencies in the workplace.
- 2.5. A comprehensive Code of Ethical Standards and Behavioural Guidelines, aligned with the Corporate Counsel Association's Memorandum of Incorporation (MOI), reinforces a culture of ethical conduct and accountability.

3. OBJECTIVES

3.1. Overarching Purpose

The Corporate Counsel Association exists to promote the collective interests and professional value of Corporate Counsel and to highlight the diverse and evolving roles they fulfil. Its key goals include:

- Acting as the recognised voice and public representative of the Corporate Counsel profession in South Africa.
- Providing leadership and support to in-house legal practitioners.



- Empowering members with resources, networking, and tools to enhance service to their organisations.
- Establishing, upholding, and developing common professional and ethical standards.
- Promoting proficiency, credibility, and professional recognition of Corporate Counsel in both public and private sectors.
- Regulating qualifications and standards for professional designation.
- Monitoring and responding to national and international trends in in-house legal services delivery.

3.2. Strategic Objectives

Aligned with its Mol, the Corporate Counsel Association pursues the following strategic objectives:

3.2.1. Establish a Unified National Framework

Develop a single, integrated national framework for qualifications, learning achievements, prior learnings, skills, and professional expertise within the Corporate Counsel profession.

3.2.2. Promote Access, Mobility, and Progression

Facilitate access to, mobility within, and progression through education, training, and career pathways, including the recognition and integration of workplace-based prior learning into formal qualifications.

3.2.3. Enhance Quality of Education and Training

Continuously improve the quality, relevance, and recognition of education and training for Corporate Counsel professionals.

3.2.4. Advance Transformation and Redress

Actively support the redress of historical inequities in education, training, and employment, with particular focus on previously disadvantaged groups.

3.2.5. Support Personal and Economic Development

Contribute to the holistic personal development of Corporate Counsel Association Members and foster the social and economic growth of the Corporate Counsel profession at large.

3.3. Recognition and Development of the Profession

The Corporate Counsel Association voluntarily undertakes responsibility for:

- Recognising and enhancing the credibility of the Corporate Counsel profession.
- Acknowledging and crediting prior workplace learning, irrespective of formal qualifications.



- Driving continuous professional development through a structured, progressive system integrating:
 - Legal-related educational outcomes;
 - Formal qualifications;
 - Workplace experience and learning;
 - Training curricula, workshops, informal courses, development programmes, on-the-job training, and best practice guidelines.

These initiatives are delivered collaboratively with select legal education and service providers and are rolled out nationally for the benefit of Corporate Counsel professionals, particularly Corporate Counsel Association Members.

3.4. Professional Designation Framework

The Corporate Counsel Association oversees four coordinated and integrated sub-frameworks, each corresponding to a specific professional designation or level within the Corporate Counsel profession. These frameworks include qualification standards, experiential criteria, assessment requirements, and development pathways, and are governed by the Corporate Counsel Association Board and Secretariat.

3.5. Ethical, Social, and Global Commitments

To strengthen public trust and professional accountability, the Corporate Counsel Association aims to:

- Promote public confidence through regulated recognition systems and thorough assessment procedures for professional designation.
- Encourage ethical conduct, professional responsibility, and social accountability within the profession.
- Ensure Members provide ethical, reliable legal services to organisations, communities, and individuals.
- Uphold standards protecting the public from substandard legal services and professional malpractice.
- Foster respect for the Corporate Counsel profession nationally and internationally.
- Encourage adoption of international best practices.
- Support the development of a national career guidance system for Corporate Counsel professionals.
- Facilitate legitimate access to profession-related data while safeguarding confidentiality and privacy.
- Promote Continuing Professional Development (CPD) as a core professional obligation.



3.6. Commitment to Transformation and Justice

The Corporate Counsel Association embraces and promotes transformation within the legal sector, with commitments to:

- Diversity and inclusivity;
- Recognition of prior learning;
- Environmental sustainability;
- Broader social justice.

4. PURPOSE OF THIS POLICY

The purpose of this policy is to set out the Corporate Counsel Association's approach on transformation and diversity within the Corporate Counsel profession.

5. THE CORPORATE COUNSEL ASSOCIATION'S TRANSFORMATION ASPIRATIONS AND PRACTICES

- 5.1 The Corporate Counsel Association acknowledges that South Africa's apartheid and gender discrimination legacy has adversely impacted on the Corporate Counsel profession and the legal profession as a whole which in consequence has inhibited:
- 5.1.1 the access of black people as defined under the Broad-Based Black Economic Empowerment Amendment Act, 2013 to the Corporate Counsel profession as well as the Legal profession as a whole;
 - 5.1.2 the access of women to the Corporate Counsel profession as well as the Legal profession as a whole;
 - 5.1.3 the access of indigent people and community-based organisations and groups established for the benefit of black people to Legal Services and Advice which are appropriate and of an acceptable standard;
 - 5.1.4 the access of black people and women to opportunities that enhance their professional legal expertise and experience and to a working environment that is sensitive to their particular cultures, needs and circumstances; and
 - 5.1.5 the development of an inclusive culture and climate in the Legal profession.
- 5.2 the Corporate Counsel Association acknowledges that it has an enormous role to play in assisting with the transformation of the Legal profession.
- 5.3 In light of this important role, the Corporate Counsel Association embraces all forms of transformation and strives towards encouraging and creating a diverse culture within the Corporate Counsel profession and the legal profession as a whole, irrespective of a person's origin, ethnicity, language, gender, religious and political conviction, social class, disability or sexual orientation. This includes creating a multicultural environment that enables a variety of cultures to meet and learn from one another.



- 5.4 The Corporate Counsel Association is a non-profit company:
- 5.4.1 whose directors, board members, members, service providers, business partners and its professional and support partners and employees are representative of the racial, gender, cultural and religious diversity of the people of South Africa;
 - 5.4.2 where men and women at all levels within the Corporate Counsel Association enjoy equal opportunities and treatment in relation to membership, membership opportunities, access to Corporate Counsel resources which are available and are on offer, access to recruitment opportunities within the Corporate Counsel profession and to equal promotion and remuneration opportunities in the Corporate Counsel profession and that creates a working environment that is sensitive to the particular challenges faced by previously marginalised groups such as women and black people in South Africa.

6. THE CORPORATE COUNSEL ASSOCIATION'S TRANSFORMATION PRINCIPLES AND OBJECTIVES

The implementation of this policy requires the pro-active application of the following principles, objectives and related management practices:

- 6.1 absence and removal of all forms of discrimination;
- 6.2 genuinely valuing diversity within the organisation;
- 6.3 equal opportunities for the Corporate Counsel profession;
- 6.4 equal opportunities for the Corporate Counsel Association Corporate Counsel applicants and Members;
- 6.5 respecting the rights of the Corporate Counsel profession, the Legal profession and the rights of the Corporate Counsel Association Members, service providers, business partners and its professional and support partners and employees; and
- 6.6 to expose the Corporate Counsel Association Member and the those making up the Corporate Counsel profession to equal opportunities, continuous training, empowerment and personal enrichment.

7. THE CORPORATE COUNSEL ASSOCIATION'S TRANSFORMATION INITIATIVES

In support of the above, the Corporate Counsel Association has implemented the following transformation initiatives:

- 7.1 the Corporate Counsel Association BEE legal services database;
- 7.2 the CCASA Foundation Trust for the benefit of previously disadvantaged law students;
- 7.3 Bootcamp for law students;
- 7.4 the Corporate Counsel mentorship program;
- 7.5 the Corporate Counsel Association / Pro Bono initiatives including a close relationship with ProBono.org; and
- 7.6 the Corporate Counsel Association recognition and certified Professional Designation program.